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## With Thanks

By Mike Re

Our Quarterly presents a unique opportunity for me to communicate with everyone on the Swinerton team. Deciding what to write about (and what you might be willing to read) is always a serious exercise. This time around was certainly no exception. To say that 2010 has been a challenging year in our industry is a bit of an understatement. There have been many changes and difficult decisions made throughout our organization, and yet, through all of this, our employee-owners continue to exhibit the commitment, performance, and strength of character that are the backbone of our success.



Through these changes the Swinerton culture continues to remain as it always has – committed to integrity, financial strength, excellence and the success of our employee-owners. Today we are a smaller, more collaborative business that places more emphasis on the success of the company as a whole. This shift in focus is a goal we have long been working towards that has already netted positive results. In each team we can find examples of innovation, working together and a collaborative spirit that is remarkable. While moving in this direction, particularly in this business climate, has required difficult decisions and adjustments, the foundation of those decisions has always been rooted in maintaining the core essence of our organization.

Looking forward to the holiday season is a great reminder that celebration and fun are also essential components of our culture. In today's environment we have all been tasked with doing more, which at times can affect our focus and energy levels. I hope you'll remember that while you're working hard it's important to have fun too. Be a part of creating and sustaining a positive, fun and energetic environment for yourself and your team...celebrate your successes! It may take different forms in different groups, but it's always an important component of both working together and maintaining your own balanced perspective.

In closing, I think the best use of this opportunity to communicate with all of our employee-owners is to say a simple and very heartfelt **Thank You** for your hard work and your continued dedication to our Family of Companies. You truly are our most important asset and the reason we remain the Premier Builder in the West. I wish you, your family and friends a safe, healthy, and very happy holiday season and a prosperous New Year.

Thank you,

*Mike*

## From the Operations Corner

By Gary J. Rafferty

How about those San Francisco Giants? It has been 56 years since their last World Series title and it was accomplished by a bunch of “castoffs” and “misfits” as their Manager, Bruce Bochy, puts it.



While the Giants may be a team of varying talents and unique personalities, they are nonetheless a high-performing operation committed to winning. To be World Champions it takes a lot of individual leaders on the field and in the clubhouse – leaders committed to the team, who show up every day to work extra hard.

### Leadership

I'm always interested in discussions regarding what constitutes being a leader. In a recent conversation on the topic, one of our employee-owners commented that leaders can be found at every level within our business. He said “Leaders don't create followers. Leaders create leaders.” He went on to say that in order for us to sustain a high performing organization, each of us must be a leader in our own respective role.

I find this an astute observation. From my perspective, the real leaders in this Company are those that are working “in the trenches” everyday, clearing the path and paving the way for others to follow. Very often they are unsung heroes going diligently about their work, smoothing the path not to get recognition, but to get the job done. They lead quietly, without fanfare, through their actions and values.

At any bookstore there are hundreds of books written on the qualities of leadership. While my intent in this short piece is not to recap those concepts or my own theories, there was an example of this quiet leadership that made an impression on me I'd like to share with you. It involves a Superintendent who goes about his job every day with dedication and excellence. His values are in alignment with our core values, he is committed to Swinerton and his teammates, worthy of our trust, inspires and mentors others, and is a good listener. He is consistent, readily accepts responsibilities and he shares success with others. His actions and efforts make me trust him and want to follow his lead – not because of his title, but because of his actions.

### Mentoring

There is one particular aspect of leadership demonstrated by this Superintendent that I believe is absolutely essential in a leader – the skill of mentoring and passing knowledge along to others. ➤

➤ Several years ago there was a film released called “Pay it Forward.” The plot revolves around the concept of a good turn being repaid by doing a good turn for another. My belief is that a good leader and mentor will learn something new and then seek out the next person that they can pass that knowledge onto. A leader's fulfillment is derived from being able to “pay the knowledge forward” and not from the expectation of receiving something in return.

Leaders are not identified by their title. They are not just found at the top of a group or at the top of a business. In a high-performing team they are all around us. I encourage each of us to be a leader in our respective roles.

*Gary*

SOUTHERN CALIFORNIA

## Reveling in Revelle's Upgrade & Facelift

By Mike Mosier

Work is well underway on the UCSD Revelle Unit 1 Remodel project, a complete renovation of six, four-story concrete masonry and precast concrete dormitory structures totaling 14,800 square feet per structure. The building renovation includes new fire sprinklers throughout, new underground fire lines with two new fire hydrants and a new fire alarm system with the capacity to communicate with the University's existing alarm system; the replacement of plumbing, mechanical and electrical infrastructure including complete demolition and remodel of all restrooms; new retro-fit windows into existing frames; new storefront systems to enclose building ends/existing balconies; new one-inch insulated glass; the replacement of doors and hardware for campus standard new Medico keying; new flooring; and new interior and exterior paint. Construction activities will be completed in two phases with three buildings per phase, so that half of the dormitory structures can remain occupied while new renovation work is underway. Completion for Phase I is scheduled for mid-January, with Phase II commencing once the students have relocated.

*The project team consists of: Preconstruction Services Manager Randy Vandewater, Project Executive Mike Casey, Project Superintendent Mike Terry, Project Manager Mike Mosier, Project Foreman Scott Morgan, Project Engineer Jon Morton, Entry Project Engineer Deena Takato, Project Accountant Kristi Ababon and Project Administrator Erica Jiggins.*

## Quality Management Program a Key to Success at UCSD

By Curtis Chism

Our Quality Management Program is a critical key to success in providing added value to our client, winning repeat business, mitigating our risk and strengthening the integrity of our products and business. The UCSD Revelle College Apartments project was one of the first in San Diego to begin implementing the Swinerton Quality Management Program and has proven time and again to the client the significant value that we add to a project. The team has taken innovative approaches to quality assurance and quality control to ensure the best possible product is delivered to our valued UCSD client and made sure that they are aware of the steps being taken to protect client interests.

One of the project's unique features is the exterior rainscreen system which consists of a precast concrete panel installed on the building façade with a metal-framed wall located behind the panel, and an aluminum window installed adjacent to the framed wall. The difficulty that is presented in this rainscreen assembly is the precast panel must be installed first because access to the panels must be maintained; so the panels can be welded/bolted in place. After the precast panel is installed, a sub-framing of aluminum tubing/angles is installed and waterproofed with flexible flashing, sheet metal flashing and caulking. The wall is completely framed and sheathed/waterproofed on the exterior side "on the ground." Several thick beads of caulking are applied to the face of the wall where it comes into contact with the aluminum sub-framing and it is stood up and fastened to the sub-framing.

The team implemented a robust quality control program on this definable feature of work (DFOW) which included a pre-installation conference, several first work reviews, follow-up inspections, third-party consultation and inspection, mock-up, testing, and photo and video documentation. A mock-up was built in the condition described above and water tested three times with a spray rack, which allowed our team and the framing contractor to observe and correct potential problems in the system. Once the first wall in the building was installed, it was observed by our team, the framing contractor, UCSD inspector of record and third-party inspector Christian-Wheeler. The wall was then water tested and reviewed by the architect and their in-house constructability reviewer. These numerous reviews and tests proved valuable as additional waterproofing measures were added at each step to improve the construction of this assembly to mitigate our risk exposure. Every wall installation is continually monitored by the third-party inspector to ensure proper installation procedures are being followed.

The implementation of the Quality Management Program is vital to maintain the quality and integrity of our products and company. It adds value to our client and to our company by reducing re-work during construction, warranty and insurance claim costs, and provides a higher quality, longer-lasting product to our client, which reduces their maintenance costs and increases the usable life of the building. Our clients will perceive that we are a company built on integrity that permeates every aspect of our business, ultimately providing our company with referrals and repeat business.

*The team includes: Project Manager Glen Bayliff, Superintendents Bobby Badillo and Dave Castro, Project Engineer/QCM Curtis Chism, Labor Foreman Alex Rivera and Project Administrator Erica Jiggins.*

## 3-0

Swinerton San Diego is on a victory streak with three great wins from three very important clients! The first win was an important victory with longtime client Sunroad Enterprises. This will mark the ninth project built for the San Diego-based client. Sunroad commented that Swinerton "blew the competition away" with our creative approach to meeting their needs. Innovative thinking and a customer-centric attitude enabled us to present an alternate delivery method. Our approach combined certain IPD methodologies: Design-Build, 4D and 5D BIM. This \$35-million project will include the construction of an eight-story, 200,000-square-foot office building, fully built-out TI which will house Bridgepoint Education and a seven-story parking structure.

*Special thanks go to the dynamic team of Bob Wilson, Chris Murphy, Brian McCarthy and Ashley Young.*

Our second win with our newest client, Sycuan Casino, is hopefully the beginning of a long relationship. This project will include a \$14.8-million renovation of the existing casino and associated facilities. Both the design and construction of the renovation project have been approved by the Tribe, along with a project budget and schedule, with a project start date of late November and completion in August 2011. The key to our triumph was in developing a detailed capture plan over a year long process, and through our successful casino renovation work recently completed at Pala Casino. The Sycuan team toured the Pala Casino site and spoke with our team and client who gave us an extremely positive recommendation.

*We are becoming THE preferred builder for gaming projects thanks to Steve Flint, Andy Dillavou, Jim Lewis, Jon Oh, Mike Heinsbergen, Ruben Fontes, Brian McCarthy, Chris Jensen, Chris Murphy, Holly Reindl, Ashley Young and Mike Brown.*

Our third win, SDG&E Beach Cities will be a \$3.5-million, two-story, 12,500-square-foot new administration/office space, along with a new conference room and training facility for Sempra Energy. It will replace the existing modular units that currently house these administrative functions. In addition, SDG&E plans to achieve LEED® Gold certification. This is our third San Diego project with Sempra Energy.

*Cheers to Randy Vandewater, Liz Hawkins, Paul Vujica, Jennifer Hawkins, Anthony Tarantino, Holly Reindl and Ashley Young.*

## Central Plant Takes Center Stage at Scripps Mercy

By Suzanne Ives

After 28 months of construction, the Scripps Mercy Hillcrest Central Energy Plant Replacement Project received Substantial Completion on October 18th!

The \$30-million project consisted of constructing a new 20,000-square-foot, single-story building with a partially below grade basement and mechanical yard. The building was located on a steep hillside adjacent to the hospital's loading dock, cafeteria space and neighboring highway off-ramp. Coordination of deliveries for the hospital's vendors and construction site were required on a daily basis.



The structure contains new central systems for the following: chilled water, steam, heating hot water, domestic cold, hot and soft water, medical air and medical vacuum. The yard contains the emergency generators and a separate enclosure for the bulk medical gas storage units. The cooling towers for the chilled water system are roof-mounted and partially screened. The utilities from the new central plant are connected to the hospital basement through a new underground tunnel. The project was phased to allow for each system to remain fully operational at all times during construction. Our project team worked closely with Engineer of Record, X-nth, and Scripps' Facilities Engineering Staff in order to integrate the new systems into the existing hospital. In order for this to happen there were countless numbers of jobwalks, coordination meetings and 70 major shutdowns that took place.



Over the duration of this full-time project, the project team also bid, was awarded, and completed three other projects on campus: AHU 39 Replacement, Fuel Line Replacement and Building 7 Exit Stairway.

*The project team consisted of: Project Executive Mike Casey, Project Manager Suzanne Ives, Superintendent Mike Lambert, Senior Project Engineer Stephen Campion, MEP Coordinator Norm Lee, Senior Scheduler Mike Brown, Senior Project Field Administrator Jane Koontz, Entry Project Engineer Courtney Whyte and Project Accountant Laura Martinez.*

## Committed to Diversity

### Lessons Learned on Successful Community Outreach

By Kia Hardy



In an attempt to utilize small, emerging local businesses, our clients have been enhancing their efforts at community outreach by promoting high participation goals. As such, it's become increasingly important for Swinerton to exceed expectations by representing a strong commitment to diversity. Recently the San Diego team was met with two challenges for

participation goals. The first challenge was the Montgomery High School Lease Lease-Back project for the Sweetwater Union High School District. With a participation goal of 25% for local, small businesses specific to the South Bay area of San Diego County, the team organized several opportunities for the community to learn about the project. We hosted a "Contracting within your Community" small/local/emerging business outreach event on June 30th, held in the gymnasium of Montgomery High School. The turnout was better than expected with 60% of the participants being local South Bay contractors – several were even alumni of the school! Additionally, to give all subcontractors every opportunity to become the successful bidder, the project team made themselves available for an open forum at the jobsite trailers where they were able to meet with subcontractors to answer questions and discuss project specific scope issues.

The results speak for themselves:

- We exceeded the 25% goal for local district participation with a 28% South Bay and 88% San Diego County award rate
- We exceeded the district's 20% SBE goal by achieving 25% participation
- We exceeded the district's 3% DVBE goal by achieving 3.4% participation
- We solicited 1,200 potential bidders
- We received over 200 bids (27 Sweetwater local, 12 MBE, 31 SBE, 7 DVBE, and 8 WBE) ▶

▶ Our second challenge, currently in the bidding stage, is the Euclid Family Health Center project for San Ysidro Health Center. The client's goal is to utilize 40% minority-owned companies in a specific area of San Diego County, much like Montgomery High School. On October 8th we held another effective "Contracting within your Community" outreach breakfast. The breakfast consisted of a meet and greet with the proposed team, power point presentation, and bid day overview. More than 100 potential partners from the local community attended the event, 70% of which were local, minority-owned or small businesses. Being the only General Contractor to hold an event like this gives us an edge over the competition and gets us closer to securing a win. Thanks to all those who participated in not only making these outreach events a huge success, but for establishing a strong foundation for the success of future outreach events!



## San Dimas City Hall Gets Revived!

Constructed in 1969, the existing San Dimas City Hall, Community Building and Plaza needed renovations in order to effectively serve the community for future generations. In addition to general repair work, the 40-year old buildings were too small and overcrowded, inefficient and outdated, and weren't compliant with new ADA codes. Although the basic building shells are sound, the buildings systems, such as heating and cooling



and sewer piping, are deteriorated and in need of replacement. The Plaza itself is severely cracked and crumbling and ready for a new life.

The principal concept of the

San Dimas Civic Center is to concentrate vital public services into a single convenient location in the heart of the city and to provide community spaces for cultural, social and recreational activities. Steve Gaffney Architects, Griffin Structures and Swinerton Builders worked together during the preconstruction phase of this project to study the best way to modernize and expand the spaces. ▶



The collaborative solution was to expand the existing 20,384-square-foot City Hall renovation by 10,931 square feet. The 3,707-square-foot addition to the Community Building adds 2,100 square feet of community meeting room space and significantly increases the capacity of the main hall. The existing distinctive concrete column and beam structure with concrete cornices will be replicated for the five additional areas around the building in order for the finished building to look harmonious without adding more structures to the existing core building. This project is well underway and scheduled for completion in March.

Thank you to the hard work of our dedicated team: Project Executive Kevin Robertson, Project Manager Besim Fejzagic, Senior Superintendent Nick Thomas, Assistant Project Manager Jason Scholz, Senior Project Accountant Katie Henderson and Senior Project Assistant Debbie Pinson.



## Soaring Ahead on Palm Springs Air Traffic Control Tower

On March 30th, the Federal Aviation Administration (FAA) awarded Swinerton Builders a \$13.9-million contract, funded through the American Recovery and Reinvestment Act, for the construction of a new air traffic control tower at the Palm Springs International Airport, as well as the construction of a covered parking canopy with photovoltaic panels.

According to the FAA, the existing air traffic control tower didn't provide sufficient



visibility of the entire runway and over the years, airport and runway expansions created the need for a new tower. The construction of the 150-foot-tall tower and 7,200-square-foot base building are unique because the material used to construct the tower are mainly precast concrete panels, and the base building construction material is insulated concrete forms. The tower will

be crowned with a structural steel cab, which we plan to pre-assemble on the ground before hoisting the cab onto the top of the precast tower.

We are also self-performing the concrete foundation work on this project and are currently forming the cast-in-place concrete stem walls which provide the foundation for the precast concrete tower. The project is scheduled to be completed in two separate phases with Phase I consisting of building the new tower and base building, then a ▶



▶ commissioning period while both towers are operational; followed by Phase II which includes demolition of the existing tower. The anticipated completion date is January 2014.



The project team consists of Project Executive Kevin Robertson, Project Manager Rich Garcia, Senior Superintendent Bill Montgomery, Senior Project Engineer Ross Camacho, Quality Control Manager Sergio Geranton, Senior Scheduler Mike Brown and Senior Project Accountant Katie Henderson.

## Who You Gonna Call...Swinerton!

After a six-hour sprinkler leak on October 16th caused significant damage to two floors of the Neiman Marcus department store in Fashion Island, Newport Beach, Neiman Marcus without hesitation contacted Swinerton to step in and immediately begin repairs. This directly speaks to all of our previous Neiman Marcus project success over the years. With the holidays just around the corner, each day that the store was closed meant thousands of dollars in lost revenue. So the project team prepared an accelerated four-week schedule working 10-hour days and weekends to get the store back open for business by Thanksgiving.



The store met its scheduled re-open of all departments the Friday after Thanksgiving, just in time for Black Friday. Interior scope work included framing repairs, drywall, paint and wall covering, carpet, millwork, light fixtures, duct insulation, fireproofing and more.

*Special thanks to the project team: Project Executive Jon Dingwall, Project Engineer Johanna Eckstein, Superintendent Ernie Sauer, Scheduler Mike Brown and Project Assistant Elizabeth Heringer.*

## Getting Acton Back in Action

By Michael Coakley & Lauren Herzog



The concrete is being poured and we are off and running! After a strong technical proposal, a sound interview with a focus on value engineering and a tremendous amount of work by the pursuit team, Swinerton

Builders Los Angeles was awarded the USDA Acton District Office job. Surrounded by mountains, the small town of Acton sits approximately 47 miles North of downtown Los Angeles, and roughly 20 miles northeast of the San Fernando Valley. This \$6.8-million project is particularly exciting because it is our first job with the USDA Forest Service.

Working closely with our new client, our team is hard at work to complete this project with an end goal of LEED® Gold certification. This project consists of a 4,000-square-foot wood frame fire station, a 4,000-square-foot wood and structural steel frame warehouse, and an 8,000-square-foot structural concrete/wood/structural steel frame office building. In addition to these three buildings this job entails extensive site work and landscaping to cover the 7.5 acre greenfield site, as well as the precast concrete bridge connecting the two halves of the property separated by a dry creek.

This Acton District Office job is unique as it holds great sentimental value to the employees of the Forest Service.

In October of 2007, the previous Acton District Office was hit by the “Buckweed Fire,” which was part of the 2007 California Wildfires and also contributed to one of the most devastating fire seasons in U.S. history. The Acton District’s office buildings, vehicles and equipment onsite were destroyed while firefighters were protecting homes in the area. Three years later the Forest Service is excited to see our team break ground and move forward on this project. Once the new station is completed it will primarily serve the Santa Clara Mojave Rivers Ranger District, which is a 150,000 acre portion of the 640,000 acre Angeles National Forest. We are thrilled to be a part of this project for the USDA Forest Service and the City of Acton.

*The project team includes: Operations Manager Kim Grant, Project Executive Chris Tallon, Senior Superintendent Richard Pratte, Labor Foreman Juan Armas, Project Managers Michael Allison and Steven Cho, Project Engineer Michael Coakley, Project Accountant Alvin Fuchigami, Project Assistant Lauren Herzog and Estimator Tony Park.*



## New Approach with a Long Time Client

Swinerton Los Angeles’ Special Projects team was recently awarded the renovation of 10100 Santa Monica Blvd. This project will consist of a renovation to work that we did over 10 years ago for Hines and has a project value of \$2.6 million.



As one of four proposers on this project, we knew we had to stand out from the competition. During our interview we made it a point to deviate from what the RFP originally outlined in regards to multiple phasing. We were clear to state that in order to be efficient and safe on the job, for both the tenants and the construction team, the best option was to do the project in one phase. This was appreciated by the client in the interview who commented that we were the only team that proposed that idea. Our performance and experience clearly separated us from our competition and landed us the job. Along with our presentation, our history of stepping up to help our client in the past and a quick and seamless solution made a difference in our victory!



This project will include construction for approximately 25,000 square feet of exterior renovation and site improvement. Scope includes stone paving, architectural concrete, an eight-foot-tall water feature, aluminum panel wall system, glass panel handrails, and structural canopy with storefront glazing.

*Congratulations to the team that made it happen: Peggy Delach, Ron Caropino, Bob Graf, Sally Howes, Francisco Sanchez and Eric Mahler. Special thanks to Bob Graf, Eric Mahler and Francisco Sanchez who delivered an incredible presentation at the interview and worked equally hard on bid day to get the right price through Swinerton’s attention to detail in performance, experience and pricing.*

## ELAC Take Over Transformation

By Jessica Drake

Swinerton Builders Los Angeles is nearing completion of a \$34-million take over project at the East Los Angeles Community College (ELAC). This project includes the renovation of two buildings that are 45,000 square feet each, as well as site work and landscaping along Cesar Chavez Avenue. The proposal for this project was a Design-Assist model which included an onsite design team of architects, structural engineers and MEP engineers to assist us in expediting cost-effective solutions to unforeseen conditions.

The Administration Building was turned over to the owner in July, which is now home to the President’s Office as well as a 200-person conference center, and acts as the campus hub for faculty and administration services. This concrete structure was originally built in 1950 and received structural upgrades and an overhaul of the HVAC system and all interior finishes.

The Student Services Center will be a one-stop-shop for the 30,000 students at ELAC, providing one location for all student-related services. ▶

▶ Currently, these services are located in temporary bungalows throughout the campus. The new Student Services Center includes Financial Aid, Admissions, Enrollment, Scholarships, Counseling and Fiscal Offices, as well as computer labs and a campus store. The iconic brick and steel Clock Tower on the northeast corner of the campus center stands 85-foot-tall and has already become a landmark for the campus. The Student Services Center, a combination of Type II and Type V construction, is also seeking LEED® Certification.

The project team has worked closely with Build-LACCD, design team Rios Clementi Hale studios and DLR Group WWCOT, CPM Jacobs-Pacifica, and the onsite inspector to provide a quality product despite the challenges of renovating the existing structures and picking up where the previous contractor left off. We have received praise from the campus for our stringent safety practices and our team has been cited as an example for the handful of other projects currently under construction on the campus. ELAC campus representatives have thanked Swinerton and the project team for our dedication to this project, noting that the staff and faculty are elated with the new Administration Building and anxiously awaiting their move into the Student Services Center this December.

*The project team includes: Project Executive Daryl Cruser, Senior Project Manager Brian Ewing, Project Manager Mike Allison, Senior Superintendent Tom Bell, Superintendents John Van Such, Jeff Hughes and Tom Tunzi; Safety Manager Bob Ramirez; Senior Project Engineers Daniel Kim and Ryan Blair; Project Engineers Jessica Drake and Daniel Camin; and Project Field Administrator Christine Parham. Special thanks also goes out to our Project Inspector Herb Siegers, as well as our onsite design team at House-Robertson Architects, Rios Clementi Hale Studios, John A. Martin Associates and Syska-Hennessey Group.*

## Our Chevron Story

By Mark Capriotti & Colin O'Connell

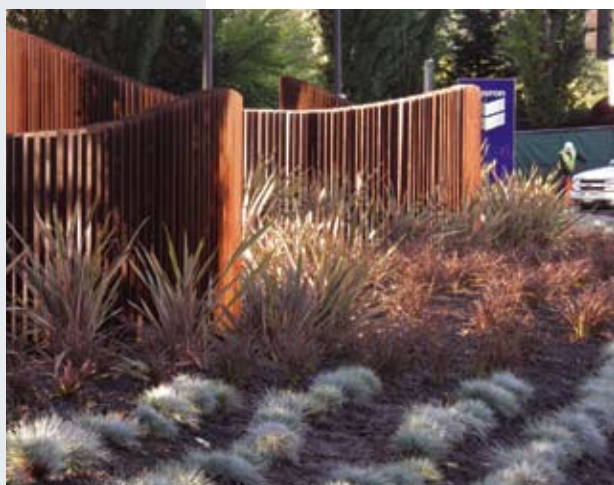
### Accounting is KEY

One of the key successes of which Swinerton's overall performance as a General Contractor is evaluated by Chevron is the accuracy and timeliness of our billings. Over the past 12 months, Accounting Supervisor Lourdes Capriotti and Project Accountant Kelly Perry have compiled and submitted 962 invoices – an average of 80 invoices per month – into Chevron's ARIBA procurement system. With each invoice averaging 20 line-items, Lourdes and Kelly have entered an amazing 19,240 line items during this time period. All monthly invoices were submitted 100% on time with an average accuracy of 97%, resulting in consistent current accounts receivable aging each month.

Our accountants have two weeks after cost-close to provide an accurate standard G702/G703 to each Chevron account manager for their review and approval. With the inclusion of time and material backup, each invoice typically runs 40 to 120 pages. Once approved, these are saved as an electronic file, uploaded into ARIBA, and fed directly into Chevron's accounting system using their internal charts of accounts. This enables Chevron to track their project costs in real-time, issue change orders and approve invoices quickly, and make payments in a timely manner. By concentrating our efforts on this Key Performance Indicator, we've helped Chevron achieve their internal budgeting and cost control initiatives, thus making Swinerton an even more valuable business partner.

### There is No Shortage of Work at Chevron San Ramon

With projects ranging from small to large, Swinerton has projects past, present and future in nearly every building on the San Ramon Campus. With 11 two-and four-story buildings ranging in size from 12,000-34,000 square feet, our team has completed work in excess of 250,000 square feet. All of our projects use low-VOC paints and recycled content countertops and carpets, with particular attention to air quality measures to ensure particulate-free duct work and proper flush-out prior to occupancy. ▶



▶ Building H was a 17,000-square-foot tenant improvement consisting of new partitions and ceilings with all new finishes, ranging from exotic woods to fabric wall coverings and wall graphics. Existing restrooms and several conference and smaller huddle rooms were also renovated. The tenant for this project was Chevron's Corporate Health and Environmental Safety (HES) Group. As you could imagine we were under close scrutiny, but we won their trust and now collaborate closely with their team on new safety procedures.

Building K was a 34,000-square-foot renovation spanning two floors and several phases. Swinerton assisted the architect in coming up with a way to incorporate their existing modular wall systems with new up-to-date construction methods. In the end you could not tell where the old left off and the new began. We credit Senior Superintendent Garry Shahan with setting the standards that we followed. The project was completed this fall by Superintendent Keith Jaymes and the quality and consistency never faltered. The newly renovated building is now home to Chevron's state-of-the-art Retail

and Fueling Depot Automation Labs. The restrooms and core areas were also renovated and the main staircase, café and conference room areas were refurbished. The client was ecstatic and the occupants were impressed with the results.

### In Progress

The San Ramon team is currently working on a multi-phased restack project that will affect approximately 25% of the campus. This year-and-a-half long project has just kicked off and will continue until mid-to late-2011. Currently we are restacking Buildings L & T, with close to 300,000 square feet of affected area. The project consists of new executive offices and conference room areas on each floor. Before we are done we will have repainted every office and core area and deep cleaned all the existing carpet. Swinerton was instrumental in helping the client reach a goal of turning over 40 rooms per week; we may achieve 65 before it's over! Starting next month Project Manager Colin O'Connell will begin restacking Buildings C & D.

We are also renovating over 100 restrooms at the corporate campus with energy saving features such as replacing incandescent bulbs with LED lights, and installing touchless urinals, water closets, soap dispensers, faucets and paper towel dispensers. This program is expected to save the client energy and operating expenses for many years to come. It takes our ▶

▶ team approximately three months to turn over one bank (one bank = 1 men's + 1 women's) including demo and construction, so our team expects to be at this for a while. Adding to the scheduling challenge is the tight tolerances called for during the installation of the wall and floor tile, toilet partitions and wall coverings.

To date, the San Ramon team has successfully completed the build-out of nine state-of-the-art video conference (VC) rooms on the San Ramon Campus. The rooms range in size from a small six-person huddle room to a large 25-person briefing center. Each VC room is equipped with new technology such as a virtual



conference room table, high-tech projection screen and a 103" plasma monitor. In addition, new lighting control and mechanical systems were installed and each room will feature new high-end wall coverings, countertops and millwork. The entire program is expected to cost in excess of \$1 million, however the savings to

the client far exceeds that by eliminating travel expenses and increasing the ability to communicate quickly and securely between global office centers.

The San Ramon team recently undertook constructing an ornamental fence at the main entrance of the campus. The final design of this high-profile project is a treated metal fence with an aged look and feel that will undulate at varying heights along the path of the fence over a sloping terrain. From concrete to post holes, Swinerton craft labor owned the project. Labor Foreman Lenny Baio worked closely with both the metal fabricator and the landscape architect to ensure the client's desired finish was obtained and that the perfect look was achieved. Two carpenters and three laborers worked 1,600 man hours to complete 574 total lineal feet of fencing. The client is extremely pleased with our efforts in executing their vision on time and under budget.

### Coming Soon

Building W is a full renovation of a 17,000-square-foot building that will house Chevron's Medical Staff. Swinerton is building a 1,500-square-foot temporary Remote Medical Building that will be their home until project completion. The temporary building alone will cost \$1 million which is nothing to sneeze at! We also look forward to participating in a complete controls upgrade at the San Ramon Campus. Other projects planned in 2011 include a new conference and training room center in Building D, a renovation of the entire second floor of Building A for their Treasury Group, a renovation of Building E for their Human Resource Group, Building J courtyard trash compactor canopy and pad project, and a refresh of Building J...just to name a few of the exciting projects we look forward to executing in the coming year!

Swinerton's Chevron San Ramon team members are: Mark Capriotti, Colin O'Connell, Richard Tran, Bruce Winship, Erin Lavagnino, Lourdes Capriotti, Kelly Perry, Steve Anderson, Keith Jaymes and Lenny Baio.



## Supporting Mans Best Friend

On November 6th Swinerton Builders was dressed in their party best at the Peninsula Humane Society (PHS)-SPCA Annual Fundraising Gala. The ballroom was packed wall to wall with over 200 well-dressed supporters of the Burlingame-based non-profit. The event featured many opportunities to give including a silent auction, live-auction and mystery box raffle. The most popular item during the auction was a private cocktail party for ten at the new Tom and Annette Lantos Center for Compassion scheduled to open in June 2011. So popular in fact, that the auctioneer sold two cocktail parties at \$4,000 each! Overall the event raised \$135,000 to support the non-profit's operations and programs.

The 56,800-square-foot Tom and Annette Lantos Center for Compassion is a complete renovation that once finished will include full veterinary services, a wildlife rehabilitation and recovery center, a domestic animal adoption center and administrative areas. Operations Manager Kevin Hall, Superintendent Randy Lawson and Project Engineer Ryan Clifford are doing a fantastic job working towards having the center built on time and under-budget...even in spite of their very friendly jobsite dog!

## Patience Pays Off With On Lok

For 39 years, non-profit entity On Lok Lifeways, has helped the oldest members of our community maintain independence and dignity. On Lok Lifeways' customized, community-based healthcare program integrates complete medical care, social services, meals, transportation and home care to meet the needs of each senior across 10 Bay Area centers. Its model is designed so that the oldest members of the community can continue living in their own homes while receiving essential services and support. On Lok Lifeways developed the Program of All-inclusive Care for the Elderly (PACE) model of care, which has now been replicated in over 30 states. Currently On Lok Lifeways serves more than 1,050 seniors, aged 55 or older, in the Bay Area who have multiple medical problems that hinder them. Swinerton has supported On Lok through The Swinerton Foundation and by participating in their various charity fundraising events over the years. In our capacity as builders, we have also become their "second set of eyes" on recent projects.

Initially, we undertook a major renovation for On Lok at what would become their first PACE Center in Santa Clara County. The San Jose PACE Center, located at 299 Stockton Avenue, is a 13,450-square-foot community clinic and adult day healthcare center which also provides lunch to seniors and has a capacity to serve 90 seniors a day. Scope of work included seismic upgrades, new restrooms, a servery, meeting rooms, staff lounge, exam rooms, multi-purpose room and activity room. The building shell had to be modified for a new main entry with ADA ramps at both entries. New roof top HVAC units and a solar panel system were also installed. ▶



▶ From On Lok's initial budget request, we made it a point to be their advocate on this project and were responsive to their requests and collaborative in our replies. Working closely with the architects through design challenges and regulatory licensing requirements, we looked for the best way to achieve the client's desired outcome; in short we made it easy for On Lok to achieve their goals. Our success at On Lok's San Jose PACE Center cemented our partnership and ultimately secured our work at their new Fremont Center, On Lok's second PACE Center located on Peralta Blvd in Fremont.

We began budgeting in the fall of 2008 for On Lok's newest facility On Lok Lifeways Peralta Center. Over the last two years we have reviewed the base building pricing making comments on On Lok's behalf and reviewed the environmental impact reports – advising On Lok as to the outcome of the reports and for their facility. Additionally,

we made recommendations as to the description of the space On Lok would purchase from Eden Housing for its PACE Center, reviewed the Eden and Segue (base building) contracts on behalf of On Lok, and made suggestions regarding contract language to protect On Lok's interest. We also compared the base building drawings to On Lok's drawings, ensuring their requirements were met and their goals for a first class senior care facility could be achieved.

Six value-engineered budgets, multiple and exhaustive design team reviews and a LEED® assessment later, we are looking to start work on the interior build-out for On Lok in January. This will be our third PACE Center project for On Lok and one that we value the most given the extensive time and effort expended, and more importantly, the long-term partnership and friendships which have evolved.

*The dedicated On Lok team includes: Chief Estimator Pamela Jefferis, Project Manager Shao Hu, Superintendent John Campbell, VP of Operations Kerry Atkinson and Division Manager Andrew Holden.*

## Another B of A Success in the Bank!

In a recent meeting with Cushman & Wakefield, it was announced that the Bank of America Crossroads project in Bellevue achieved a 97.8% on their scorecard! The scorecard is a method used to rate every aspect of the project from design and construction deliverables to project execution. The 97.8% achieved by the Crossroads team is the highest score recorded for a project in 2010!



In addition, this location is also the first Bank of America branch in the Pacific Northwest to register for LEED certification.

Meanwhile, work is ongoing for Swinerton Interiors, Bank of America and Cushman & Wakefield on a second branch location build-out

since Cushman & Wakefield took over as Construction Manager. The finished product will be a 4,700-square-foot bank branch located at University Village, an open-air lifestyle shopping center that offers a unique formula of locally-owned boutiques and signature national retailers. The project is seeking LEED Silver certification and completion is scheduled for early 2011.

*Congratulations to the team for their commitment to excellence! These individuals include Project Manager Chad Cone, Superintendents Gary Foote and Conrad Block, Project Engineer Steve Goff, Project Accountant Diana Heimberger, Project Coordinator Judith Helt and Senior Project Manager Derek Jaschke.*



## Best-in-Class Mentality Scores!

The Northwest team was recently awarded the Hilton window and door replacement project in SeaTac for repeat client Hilton Worldwide, Inc. This tenant improvement project involves the replacement of the existing sliding doors on the courtyard elevations and the window replacement on the parking lot elevations. Work began in early November with completion by the end of the year.

For the last two years we have maintained a presence at the Hilton SeaTac, performing a wide variety of scopes of work on the property. As a direct result of the hard work and dedication by the project team, Hilton remains a loyal client.

*Special thanks go to our Operations Manager Dave Worley, Project Engineer John Hanks and Superintendent Kevin Buzitis.*

## Dialed In With Nokia

The Nokia Bellevue project is in its last few weeks and tenants are set to move in any time now!



This build-out was for a 5,200 square foot office space located on the first floor of the Newport Tower in Bellevue, Washington. While our strong relationship with construction manager Jones Lang LaSalle earned us the opportunity to be part of the bid proposal process, our proven track record in office tenant improvement and our strong project team of Project Manager Joe Hoskovich and Superintendent Kevin Buzitis ultimately earned us this award.

*Congratulations to the team on a successful first run with Nokia in the Northwest!*

## Kaiser Relationship Thrives

By Angela Hines

Our relationship with valued client Kaiser Permanente continues to grow with the Hawaii Division selected for the Kaiser Moanalua Ancillary Building renovation project in Honolulu. The renovation of the 160,000-square-foot, six-story ancillary tower includes Medical Surgery units, ICU's, a NICU, Operating Rooms, Cath Labs, Recovery (PACU), Pre-Surgery, a Diagnostic Imaging Department, a Clinical Decision Unit, Nutrition, Materials Management, Ambulatory Treatment and other spaces. Four elevators and 17 air handling units will also be included.

With an estimated completion date of August 2012, the project currently is 13% complete but the team has already had to overcome a few challenges that arose during the demolition phase from existing conditions. Challenges have ranged from floor underlayment material removal to testing multiple hangar attachment methods, to the existing pre-stressed Hollow Core Plank (HCP) structural system. All were successfully met head on through phasing and sequencing plans worked out collaboratively with various departments displaced for renovations and our customer-centric project team.

*The project team consists of Scott Schriefer, Angela Hines, Ryan Arfman, Ian Hope, Clyde Wachi, Hitesh Dewan, Craig Akina, Dan Vasilash, Eric Jose, Eric Hammond, Kevin Young, Lisa Field, Mike Morimoto, Ron Madison, Bryce Toyama and Nathan Contreras.*



## Safeway Hilo Will Soon See Shoppers

By Ronald Malalis

We are proud to share that the new 63,000-square-foot Safeway store in Hilo, Hawaii is well underway! The new store, located approximately two blocks from their current location, will provide the growing Hilo community with a vibrant and modern superstore. Developed after Safeway's Lifestyle model, customers will be able to enjoy the conveniences of an all-inclusive shopping experience. From a morning cup of java at the Starbucks kiosk and a full selection of wines and cheeses, to a 15,000-square-foot produce department... even banking!

The structure, comprised of precast concrete tilt-up panels, steel columns and open web steel joists, was recently completed and is now ready for the interior build-out, which will start with MEP rough-in and interior framing. The project's substantial completion date is marked for March 3rd of 2011; however, various departments throughout the store will have early turn-over dates for the owner's March 11th grand opening.

*The project team consists of Operations Manager Scott Schriefer, Project Manager Kevin Smith, Project Engineer Ronald Malalis and Superintendent Dean Yamamoto.*



## Knowing Your Client's Needs

The Lyda Swinerton Special Projects Group continues to be on-target with USAA. Our continued success with their Face-To-Face Program is attributable to knowing our client's needs and what is important to them. USAA has four new retail bank facilities under construction, located in Killeen, Texas; San Diego, California; Annapolis, Maryland; and Washington D.C. Additional facilities are planned for West Point, New York; San Antonio, Texas; and other locations. These facilities are strategically planned near Military facilities for easy access by USAA Customers.

Recently completed by Lyda Swinerton, The Market at the Forum Financial Center is located on the Northeast side of San Antonio near Randolph Air Force



Base. Our most recent project currently under construction is Killeen West, a 7,500-square-foot renovation near Fort Hood in Texas. This project will transform an old Hollywood Video store into a banking facility that will include Video Banking Rooms along with Personal Banking and Wealth Management areas. Each facility is equipped with state-of-the-art video conferencing, eliminating the need for the

standard teller line, and is outfitted with a number of ATM machines for cash transactions. Lyda Swinerton has also been asked by USAA to install new finishes in the existing Killeen East project completed earlier this year.

*Continuing to serve this important client is a true team effort. Special thanks to Superintendent Chris Loo for coming in from the San Diego office to oversee the Killeen West project!*

## Forging Forward with Fasken

Lyda Swinerton was recently selected to build the new corporate headquarters for Fasken Oil and Ranch in Midland, Texas. This is a negotiated project and includes providing preconstruction services that began in early November with construction starting in March. Fasken's new headquarters building will include 61,000 square feet of office space above a single-level, concrete frame parking garage.

Once complete, 150 Fasken employees will each have their own offices, in addition to access to five conference rooms and covered parking by way of the sub-level garage. Fasken Oil and Ranch is a privately-held energy company. The expected contract value for this project is \$16 million.

## Special Projects Wins Again!

Texas Special Projects was recently awarded the construction of DeVry University's new facility located at North Park in San Antonio. The construction of the new facility, totaling approximately 20,000 square feet, will begin in late January with a completion date scheduled for May 2nd, just in time for classes to start. This new facility will replace the current one located on Loop 410.

The award of this project comes from our continued efforts on a Corporate level with Newmark Knight Frank and Swinerton Interior's award of a Carrington College project earlier this year.

DeVry is planning on nine additional projects in Texas and Lyda Swinerton is in line for award of the Sugarland Project scheduled for the first quarter of 2011.

*Thank you to all those involved including Dana Jones, Jason Miller, Rocky Whiting and Erin Bley.*



COLORADO

### Talk of the Town

By Ellen Wuori

On September 24th, 2007, The Four Seasons team broke ground on what is anticipated to become Denver's only Five-Star/Diamond hotel and residence. Flash forward to October 19th of this year...on which the Four Season Hotel welcomed their first overnight guests for its grand opening and ribbon cutting ceremony! Attendees of the ribbon cutting ceremony were honored by the presence of Denver Mayor John Hickenlooper and President of Four Seasons Hotels & Resorts worldwide Jim FitzGibbon. Without a doubt, the new Four Seasons is creating quite a buzz within the local community, industry and even amongst our clients.

*“The entire Swinerton team, top to bottom and side to side, along with all the key subcontractors, rallied down the home stretch and pushed this project to completion. Despite the complexity of the closeout process, we were ready for the Grand Opening on October 19th. I have heard comments from both the ownership group as well as the Four Seasons staff themselves that this was an exceptional opening. It was one of the ‘smoothest’ they have had. It was and continues to be very successful for all involved.”*

– Swinerton Senior Project Manager Dan McIntosh

Another success for the project was on October 29th as Senior Superintendent Steve Sparrow received the Certificate of Occupancy. Additionally, a grand opening extravaganza took place November 6th with proceeds from the \$325 per-person tickets benefiting The Denver Center for Performing Arts, The Kempe Foundation, The Denver Zoo and The University of Colorado Cancer Center. Live music included Colorado's own OneRepublic, whose songs “Apologize” and “All the Right Moves” have climbed the Billboard Charts. During the night guests mingled throughout the lobby, ballrooms, spa, rooftop pool terrace and the Presidential Suite.

*Congratulations to the entire Four Seasons Team: David Wermerskirchen, Dan McIntosh, Kerry Swain, Wayne Osborne, Christina Tetric, Edmond Thompson, Nick Elmont, Steve Sparrow, Terri Napier, Brett Dahlin, Dave Britton, Doug Schnorr, Dustin Hartsuiker, Kent Bryan, Matt Johnson, John Witt, Jeff Ratliff, Matt Linke, Brendan Summers, Bob Blair, Cincy Woods, Hilary Anderson, Bob Vanderburg, Greg Borst and Clay Strickland.*

### Swinerton Partners with VELA on Four Seasons

By Dustin Hartsuiker

Faced with the task of creating and managing the punch list for the recently completed 45-story, Five-Star/Diamond Four Seasons Hotel and Residence project, Swinerton Builders Denver realized that a typical approach of managing punch list activities within excel or access would be extremely time consuming and cumbersome. With 885,000 square feet of space, over 1,200 different rooms and areas, more than 70 different subcontractors and suppliers, and an architect and owner expecting to receive a top-notch five star building...we realized the need to streamline the punch list process to make it as effective as possible.



After researching available alternatives, we decided to utilize VELA Systems Software to create and manage the punch list activities. This decision was based on the need to:

- Enter the punch list information one-time only (no handwritten lists or typed entry by project administration staff)
- Maintain one database for the entire building, yet retrieve punch list information quickly
- Allow multiple employees to enter information into the same database concurrently
- Sort by subcontractor, room, area of the building or date created
- Print and send punch lists to subcontractors that are relevant to only them
- Have a user interface that is simple and easy to use for anyone that may need to enter or print information (a very low learning curve)

Sign up and set up is relatively quick and easy, with Vela Systems support staff adding the floor plans, project directory, room numbers, and a list of common punch list items (for clipboards). Once the project is set up, team members can login to the database and add punch list items, create and print reports, or distribute lists to subcontractors. To further streamline the process, we purchased five rugged Tablet PCs for use in the field to manage the punch list. >



> The primary user interface with the tablet is a stylus which can be used like a mouse for navigation and a pen for data entry with the tablet converting handwriting to text. These tablets also have interchangeable batteries with a lifespan of about six hours.

This addition allowed us to manage the punch list without cumbersome laptops, carts or power supplies. We had a total of 18 employees managing the punch list process throughout the different areas of the building.



Through the use of VELA, we could be sure that the information for different areas or rooms was always readily available and accurate.



While this solution is still not economically feasible for all projects, the benefit VELA provides to the punch list process certainly has added value and should be considered for adoption among any large project that has an eye on streamlining their punch list process.

## Where is Thomas Edison Now?

### Breakthroughs in Lighting Efficiencies

By Kevin Brooks

Over the past few years, we've all probably seen new types of holiday lighting decorations at our local stores that have strange ultra modern-looking light bulbs. The advertising on these packages of colorful LED light strings promise dramatic energy savings over the bulbs of yesteryear. Below we look at the technology behind LED (and other types of lighting).

#### Current Lamping Options

The conventional incandescent light bulb, invented by Thomas Edison in 1879, uses electricity to heat a thin strip of material – a filament – until it gets hot enough to glow. The interior of the bulb contains no air; it is either filled with an inert gas or is under a vacuum. A fluorescent light bulb uses mercury gas vapor (in lieu of a wire strip), which is “excited” by the electrical current running through the bulb to produce ultraviolet light. While more energy efficient than an incandescent bulb, fluorescent light fixtures have two things against them. The lamps contain mercury – even if they contain reduced concentrations, which most manufacturers currently offer, fluorescent lights still require special disposal considerations at the end of their life.

Fluorescent fixtures also use ballasts to regulate the amount of current supplied to the bulb. While ballast technology has evolved dramatically over

the past decade or so, there remain many inefficient types of ballast in service. Moreover, ballasts which were manufactured prior to 1980 used polychlorinated biphenyls (PCB's) as

a cooling media, and are known carcinogens which also require special disposal considerations. ▶



▶ Compact fluorescents (CFL's), first invented in the 1970's in response to the oil crises, did not become mainstream until the mid 1990's. These bulbs utilized the energy efficiency afforded by fluorescent lamps and applied it into “regular” light fixtures, which would otherwise use conventional incandescent light bulbs. Most CFL's have integrated electronic ballasts; because CFL's radiate a different light spectrum from that of incandescent lamps, phosphorous is often used to create the “soft white” lighting produced by incandescent lighting. CFL's are much more energy efficient than incandescent bulbs and last between eight and 15 times longer than incandescent lamps. CFL's have however, one drawback – like fluorescent lamps they contain mercury.

#### Enter the LED Light

A LED, or light emitting diode, uses a semiconductor to convert electricity to light; because the light output of individual diodes is small, current LED lamps combine



multiple diodes together into one bulb assembly. There is a wide variety of LED's that are now commonly available including spots, tubes and strip lights. While LED lighting has been around since the 1960's when it was commonly used as indicator lighting, LED lighting has only recently become a viable mainstream option.

Until the 1990's LED lighting produced white light by combining red, green and blue LED's together – this made commercial production economically unviable. In the 1990's, phosphorous was combined with a single LED – typically blue – with a shorter wavelength to produce white light, thus dramatically reducing production costs. Because diodes use direct current (DC) for electrical power, the LED lamp assembly includes internal circuitry to convert alternating current (AC). LED lamps can also include cooling fins to prevent the buildup of heat.

There are many advantages to LED lighting, the most important being efficiency and effectiveness. A single LED uses a mere tenth of a watt; a T8 LED lamp consumes between 60% and 80% less energy than a comparable T8 fluorescent lamp uses. LED lights can direct light more effectively than incandescent or fluorescent fixtures due to the directional output of the diode resulting in higher luminary values. ▶

▶ This means that depending on the configuration of the bulb, you need a lower number of LED fixtures over other lamp types. Indeed, many parking garages are now replacing their old metal halide lamps with LED fixtures with as much as a 50% reduction in fixture quantities.

Another advantage of LED technology is the dramatically reduced heat load that is generated because of the efficiency in converting electricity to light. All of this translates into reduced energy consumption, not only in the amount of energy used to light a building, but also in the energy required to cool a building to overcome, in part, the heat load generated by a building's light fixtures.

In addition, LED lights have a longer lifespan than fluorescents; an estimated five times as long. Other benefits of LED lights include a greater durability as LED bulbs are not as fragile as their fluorescent counterparts. Additionally, LED lamps do not contain any mercury and some manufacturers will buy back LED lamps at the end of their service life. Finally, LED lamps do not require external ballasts and now fluorescent fixtures can be retrofit with LED lamps by simply bypassing the existing ballast.

#### The Dollars Make Sense

The only drawback to LED lamps is that their first costs are as much as 35 times higher than that of similar fluorescents. However, when you combine the reduced quantity of fixtures required, the energy savings and longer lifespan, a LED lamp has greatly reduced operation and maintenance costs over similar fluorescent bulbs. Simply stated a proper life cycle analysis, based on current available data, demonstrates that a LED lamp is cheaper. Even owner's with tight capital budgets are now investing the money upfront on LED fixtures because of the dramatic operation and maintenance savings. A LED lamp's solid state technology is a solid choice from both an environmental and economic perspective.



## Evergreen Window

The “Evergreen Window” next to a story indicates that the project incorporates Sustainable Design and/or Green Building elements.

### A Greener Quarterly

In order to better support Swinerton's Corporate Sustainability Initiatives, the Swinerton Quarterly now has a maximum length of 32 pages and we are distributing the quarterly electronically to all employees in lieu of print copies. There will be a limited number of print copies available; if you would like a copy please contact your local Division Marketer or Corporate Marketing. In addition, we will continue to support our extended “Online Quarterly Articles” section located on [www.swinerton.com](http://www.swinerton.com) with additional articles, in-depth features and photo galleries.

*"The LEED green building certification program is the nationally accepted benchmark for the design, construction, and operation of green buildings."*

## SMC SOUTHERN CALIFORNIA

### Building Projects & Relationships at Palomar College

By Scott Stites



Swinerton Management & Consulting in San Diego was proud to be an integral part of the successful completion of the Palomar College Health Sciences Building in San Marcos, California, which celebrated a grand opening ceremony on September 10th. We were originally contracted to perform Agency/CM duties on this 25,000-square-foot, two-story building, but when the original bidding effort generated

mixed results for the client, quick thinking by the project team, coupled with management and superintendent resources with decades of general contracting experience, resulted in a revised CM/Multiple Prime delivery method for the project. This change resulted in increased project control and cost-savings to the College, and provided us the opportunity to increase staffing in the challenging economic climate. The project was so successful that the College has retained the site staff to complete two additional projects on campus over the next 18 months.

The \$10-million, Type II-B brace-framed Health Sciences Building contains classrooms, offices, fully operational simulated hospital rooms and six-chair dental operatory that allow students to attend classes and



simulate procedures in a clinical setting. Rainscreen panels, full brick veneer, and an ornamental upper roof with a 50 Kilowatt Photovoltaic array enclose the progressive classrooms, labs and offices. This project was designed for LEED® for New Construction certification at the Silver level and includes features such as optimal building orientation, increased site circulation, demand-based conditioning, drought tolerant landscape, abundant daylight and views, and light-colored exterior materials. The end result is 40% less water and 25% less energy. The project was completed on schedule with just over 3% added cost from change orders. The Health Sciences Building is the first project constructed using funds from Proposition M, a \$694-million community college bond measure approved by voters in November 2006.

The project team consisted of Scott Stites, Steve Scheldt, Kara Swafford and Karen Gauthier.

## RENEWABLE ENERGY

### Forecast Sunny at Kaiser

Swinerton Renewable Energy is quickly wrapping up construction of a Design-Build, 940 Kilowatt DC solar array in Lancaster, California. The array is a fixed-tilt, ground-mount 10 degree structure using Yingli 230 modules constructed at the Kaiser Lancaster MOB facility. This project is owned and maintained by Recurrent Energy. Kaiser will purchase and directly use in their facility all of the power produced annually by this array under a Power Purchase Agreement (PPA) with Recurrent Energy.

This project is part of the massive 15 Megawatt program and is one of 16 projects that we have under contract with Recurrent Energy. These projects consist of ground-mounted arrays, conventional roof-mounted arrays and arrays built over parking lots and parking structures. Once complete, projects will produce a total of almost 15 Megawatts which will help power Kaiser facilities in the Bay Area, Los Angeles, Orange County, Inland Empire and San Diego.

This project was the first Kaiser solar project completed by the Southern



California team and was a huge learning experience for everyone. Numerous requirements from City Planning and the Fire Department threatened to shrink the size of the array significantly, but through creative thinking and teamwork we were able to work with our subcontractors to not only salvage the contracted system size, but exceed it.

The project team includes: Operations Manager David Grubb, Jr., Senior Project Manager Brad Kirstein, Project Manager Bryce Schlosser, Superintendent Garrett Cope, Project Engineer Nick Edgmon and Senior Administrative Assistant Karen Gauthier from our Southern California offices; Operations Manager Bryan Holt, Project Manager Kevin Kaanehe, Superintendents Danny Rich and Dan Ochletree, Senior Project Engineer Brian Hoopes and Senior Project Assistant Genie Nelson from Northern California.

## Challenge Accepted!

On September 25th HMH Builders entered four teams in the Clif Bar Swim/Bike/Run Triathlon at scenic Folsom Lake in Granite Bay, California.



Our "A-Team" on the winners podium (from left): Jason Johns, Kyle Robbins and LaMont Hurren.

This was our first endeavor into this type of relay. When Lionakis, an architectural firm in Sacramento that we partner with on many projects challenged us to compete in the race, we eagerly accepted! The day began with our elite athletes gathered in anticipation for the shotgun start, after which swimmers took off for the first 3/4 mile leg of the relay, followed by a 13-mile bike ride and then the five-mile trail run.

All four of our teams finished the relay with our A-Team taking first place in the corporate division, beating Lionakis by several minutes. It was a great accomplishment for our teams, who participated in remembrance of Leonard Richards, a member of our HMH Builders family who was a huge part of many HMH Builders/Lionakis projects. As a bonus, Lionakis gave us \$1,000 which was donated to the American Cancer Society. Next year we intend to involve even more of our corporate partners in the event so we can win even more funds for a good cause!

Congratulations to all who participated: Jason Johns, Kyle Robbins, Lamont Hurren, Scott Swartz, Chris Morris, Chris Bridges, Jeff Goin, Pete Gutkowski, Mark Ishizaki, Sterling Graham, Jennifer Laurizen and Nicole Frieling. Not to be left out were our fantastic supporters Sue Dyson and Mary Anne Salazar.



Pictured, from left: Scott Swartz, Chris Morris, Pete Gutkowski (holding son Maximus), Jason Johns, Kyle Robbins, Nicole Frieling, Jeff Goin, Jennifer Laurizen and Mark Ishizaki (down low).

## We Love Hearts

On September 19th, nearly 30 Swinerton employees and family members joined over 9,000 San Diegans at Balboa Park for the American Heart Association's Annual START! San Diego Heart Walk, a moderate 3.1 mile trek through beautiful Balboa Park. The START! Movement is a campaign calling on employers to create a culture of physical activity and health in order to live longer, healthier lives. The Annual Walk is a great way to improve one's health and raise funds for the AHA at the same time.



With a generous matching contribution of \$3,000 from the Swinerton Foundation, Team Swinerton managed to raise a total of \$8,845 in little over a month, far surpassing our fundraising goal of \$5,000! VP & Operations Manager Mark Payne will serve on the AHA's START! Executive Leadership Team next year and fully expects to exceed this year's contributions.

Thank you to all our employees for their contributions and to our Valley View, UCSD Telemedicine and Revelle project teams who engaged in a little "friendly competition," adding to the enthusiasm for this event. A special thanks to Jan Emerson for her help in organizing the Swinerton fundraising effort.

## SBLA 1st Annual Camping Trip

By Matt Feehan & Melanie Dancy



On October 15th, Swinerton Builders Los Angeles hosted their First Annual Camping Trip at the Cachuma Lake Recreation Area outside of Santa Barbara. The event had a great turnout, with 30 employees and family members ready for a great time. The weekend event kicked off on Friday and lasted until Sunday morning. Activities included a nightly cook-out by the campfire, fishing and Frisbee.



Due to the success of this event, we are already planning the next one for May 2011!

## Swinerton "LEAPs" to Best in Show

Ocean Beach in San Francisco was a spectacular site on October 2nd as thousands of people showed up to participate and support the Leap Sandcastle Classic. The annual contest is Northern California's largest sandcastle building competition and consists of teams including architects, engineers, contractors and students at local elementary schools.



With proceeds from sponsors and team fundraising, Leap serves over 6,500 students in over 25 schools across the Bay Area with hands-on learning experiences in art and architecture.

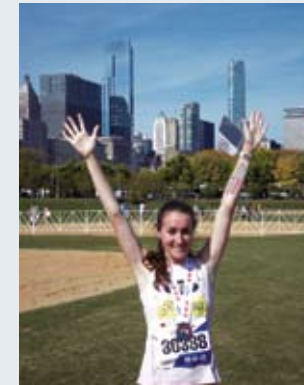
This year Swinerton teamed with our partners at Bohlin Cynwinski Jackson and Nabih Youssef Associates, along with 64 enthusiastic fifth graders from Rooftop Alternative School in a competition against 23 other teams. Before the big day, we met with the schoolchildren in their classroom to develop ideas based on the theme "Sand Francisco." Our final design "Chinatown" featured a Chinese New Year parade dragon wrapped around a pagoda, derived from the children's imaginative site plans.

We are proud to announce that we were awarded the top honor of "Best in Show" for the second year in a row! Up and down the beach our dragon was the talk of the event, with both children and adults stopping to marvel at our creative interpretation of "Sand Francisco." Beyond taking home the top trophy of the day, our team also raised over \$10,000 in support of Leap! Special thanks to our sponsors, volunteers and especially the children at Rooftop Alternative School for a great day of fun at the beach in support of a great cause!



## Going the Distance

This past May, Stephanie Ishler from Swinerton Builders Los Angeles took on the challenge of running in the 2010 Chicago Marathon. Her first steps were committing to the marathon, training and supporting a cause. She dove into the challenge and was dedicated to running as part of the Susan G. Komen Marathon for the Cure Team.



The mission statement of the Susan G. Komen Breast Cancer Foundation is working together to save lives, empower people, ensure quality care for all and energize science to find the cures. Breast cancer does not discriminate between age, color or economic status. When speaking with friends, family and coworkers about her training and raising funds for the Foundation, she quickly discovered everyone had their own story about an amazing woman who has fought this cancer.

Her inspiration for running this grueling 26.2-mile race came from the loss of her grandmother to breast cancer in 2002. Stephanie regards her grandmother as an amazing woman. Like so many women, her grandmother stood her ground against breast cancer and fought for her life every step of the way. Stephanie dedicated her first marathon to her grandmother.

On October 10th, with five months and 500 miles of training under her belt, she finished the Chicago Marathon in a little over four hours. The overall experience was amazing, challenging and life-changing. She raised funds for the Susan G. Komen Breast Cancer Foundation and the Swinerton Foundation generously donated \$1,000 towards her team.

Stephanie is grateful for all the support she received from Swinerton and especially her project team at UCLA Sproul. Congratulations on going the distance!

## Strikes for Students

For the 12th year in a row, HMH Builders sponsored a team to participate in Junior Achievement of Sacramento's annual "Crazy Bowl" fundraising event. Proceeds from this event directly impacts thousands of young people in the Sacramento area by bringing economic and business concepts to life. The event raised over \$50,000 that will touch the lives of over 12,000 Sacramento area students.



Special thanks to all the Crazy Bowl team members (from left): Paul Peterson, Nicole Frieling, Henry Meier, Melanie Price, Zach Price and master fund raiser Heman Chand (not pictured).

## Swinerton Strides to #1 Fundraiser

This is the 16th year that Swinerton has fielded a formal team supporting the Wine Country Memory Walk, which raises funds for Alzheimer's research and support facilities. The 22-person strong team Swinerton, lead by Swinerton Northern California, consisted of current and former employees, family, friends and a dog. The event was held at Shollenberger Park in Petaluma and though the weather was rather brisk, everyone enjoyed pleasant conversations, renewing old friendships, making new acquaintances and telling bad jokes. Our team was the number one fundraiser for 2010, raising \$12,700, in large part to the supreme efforts of Joan Marks. Kerry and Charlene Atkinson hosted a wonderful thank you brunch for the entire team at their home after the walk.



Team Swinerton walkers included: Paul Hinz and family, John Doherty and family, Phyllis Smith and family, Kerry Atkinson, Dave Grubb, Sr. and family, Luke Argilla and family, Gordon Marks and family, Dan Beyer and family, Tito Perez and family, Bronwyn Johnston, John Elwood, Jon Marks, Chris Young, Eric Foster and family, Steve Johnson and family, Bob Mion and family, Richard Tran and family and countless others who donated to the Alzheimer's association but were unable to personally participate in the walk.

## SWINERTON GOVERNMENT SERVICES

### Getting To Know... Daniel Olivas, P.E., PMP

Daniel Olivas is a Resident Engineer for the Army Corps of Engineer's San Antonio Area Office and serves at the Lackland Air Force Base Resident Office in Texas.

Our relationship with Mr. Olivas started in 1992 when Swinerton & Walberg constructed the LAX Airport traffic control tower. Mr. Olivas was the Project Manager for the Federal Aviation Administration (FAA) and responsible for the oversight of our contract. That project was a resounding success and still in service today. Upon award of the Lackland Air Force Base Airmen Training Center Dining/Classroom Facility #1, we learned that Mr. Olivas would be the Project Manager; we are pleased to be reunited with him!



The Lackland Air Force Base Airmen Training Center Dining/Classroom Facility #1 is the first of four to be built as part of the \$1-billion effort that will include eight dormitories and have the ability to feed approximately 1,200 trainees per session. The new facility will be energy efficient, have a larger capacity than its predecessor, and overall will be a nicer facility for new recruits.

Mr. Olivas' vision for the Lackland Base is to be the premier construction site in Southwest Texas. He believes that they will be able to provide an unprecedented emphasis on staff growth, an environment that fosters professionalism and an attitude that supports the mantra that anything can be handled that comes their way.

Mr. Olivas was born in El Paso, Texas, and still has several family members living in the area. Mr. Olivas' impressive work record includes his current position with the Army Corps of Engineers which began in 2008 ▶

▶ after he served 25 years with the FAA. When asked why he chose the Corps, Mr. Olivas replied that two of the key characteristics of the Corps, the size of their projects and their level of responsibility, intrigued him. Working for the Corp was something that he had always wanted to do and after leaving the FAA, Mr. Olivas said that it was a move he wishes he would have made sooner!

In his free time, Mr. Olivas is an enthusiastic Harley owner and rider and belongs to two riding groups including the Holly Rollers – a local charity group – and one associated with a local tennis club. Mr. Olivas' love for riding stems from the rides given to him by his father on his Indian motorcycles when he was a young boy.

We look forward to continuing to get to know Mr. Olivas better during the duration of the project!

## QUALITY

### Quality Management

As we continue to venture further into the public works arena, we are landing more projects that require Quality Control Plans which follow the model developed by the U.S. Army Corps of Engineers. These projects often require a Contractor Quality Control Manager whose qualifications include a certificate evidencing successful completion of the course on Construction Quality Management for Contractors. Currently, the following people in our company have earned this certification:

- Robert Carter** – Lyda Swinerton Builders
- Nate Kerwin** – Lyda Swinerton Builders
- Angela Hines** – Swinerton Builders Hawaii
- Nathan Contreras** – Swinerton Builders Hawaii
- Scott Schriefer** – Swinerton Builders Hawaii
- Silas Collier** – Swinerton Builders Hawaii
- Glen Bayliff** – Swinerton Builders San Diego
- Derrick Jones** – Swinerton Builders Orange County
- Jeff Budke** – Swinerton Builders SF/East Bay
- Terri Napier** – Swinerton Builders Denver
- Jeff Recob** – Swinerton Incorporated
- Ray Haj** – Swinerton Government Services
- Curtis Chism** – Swinerton Builders San Diego

Although all of these people may not be serving as the official Contractor Quality Control Manager on their project, their certification is still evidence of the added value ▶

▶ they bring to their project and to our clients. We will be looking for additional candidates to obtain this certification to help support the efforts of Swinerton Government Services in pursuing government work in each region.

If you are not currently on a government project but are using the tools we have available on SwinNet to develop and execute a Site Specific Quality Management Plan (SSQMP), then you are familiar with the important concepts that are at the heart of the Corps of Engineers program. You will be in a great position to apply your quality management experience to this growing Swinerton market when the opportunity arises.

## BENEFITS

### The Swinerton 401(k) & Savings Plan

By Sarah Babiera

#### A Website With Insight: [mylife.newyorklife.com](http://mylife.newyorklife.com)

In late November, New York Life Retirement Plan Services (our 401(k) record keeper) will launch its new website: [mylife.newyorklife.com](http://mylife.newyorklife.com). This new website will replace [www.bcomplete.com](http://www.bcomplete.com). MyLifeNow is all about helping you live the life you want...today and tomorrow.

Here's a sneak peek of what's coming:

- The site has a **fresh new look**.
- **The information you need most** is displayed right up front.
- **Simple suggestions** help take the guesswork out of financial decisions, so it's easy to make progress... one step at a time.
- **A learning center** provides planning and investing materials and timely news stories.
- Plus, you can still access the **same tools and resources** you've used in the past.

Participants who visit [www.bcomplete.com](http://www.bcomplete.com) after the late-November launch will automatically be redirected to the new URL ([mylife.newyorklife.com](http://mylife.newyorklife.com)).

If you have questions about your Swinerton retirement account, contact a Participant Service Representative by calling 1-800-294-3575.

## ACCOUNTING

### Textura Makes it Simple

Textura is a web-based collaborative platform for the construction industry that fully automates and simplifies the entire construction payment process, including pay applications, lien waiver collection, document compliance and payment processing.

After months of testing, Swinerton is now using Textura to manage the subcontractor payment process for 75 projects. Select jobs in California, Denver and Washington have been converted, while jobs in Hawaii and Texas followed in November. Moving forward, all new jobs will be utilizing the Textura system.

Key benefits of the Textura system include:

- Reduced overall time to complete a draw
  - Automates manual steps for Project Managers and Accountants
  - Automates collection of lien waivers
  - Automates tracking of compliance documents and places holds
  - Data is integrated between E1 and Textura eliminating data entry
  - Improves control
- Improved relationship with the subcontractor
  - Automates document generation
  - Provides timely system generated communication
  - Provides an audit trail of communications between parties
  - Improves cash flow; payments are paid via ACH
- Electronic documents that minimize paper usage

The Textura staff will continue to provide training for our teams as more jobs are added to the system. When completing contracts, please confirm that you are now using the revised Attachment E containing the Textura language. Textura fees, procedures and additional information can be found on SwinNet under the Accounting tab.

*The Swinerton team includes: Phyllis Smith, Elayne Cirbo, Karen Moro and Kim DeYoung.*

## Imagine Tomorrow

### How We Will Conduct Business in the Future

Imagine Tomorrow. Today, the Construction Industry is experiencing change at a pace never before seen in its history. On a daily basis we are exploring new technologies, delivery systems, and ways of transacting our business more efficiently and more cost-effective. In this exciting environment we see multiple opportunities for us to lead our industry in both innovation and technological advancement, while at the same time supporting our Corporate Strategic Goals of Customer Satisfaction, Excellence in Our People, A Safe Work Environment, and Financial Strength of Our Company. We are actively making several key investments to realize these opportunities.

To clearly communicate our direction and to manage our long-term technology investments to realize their greatest return requires a steady focus. Working with the Business Solutions Committee, Information Technology Group and our Operations partners, we have crafted a five-year Vision of our optimal future business framework that we would like to share with you. This Vision is vital because we recognize that the investments we make today will transform how we conduct business tomorrow.

### What Does Swinerton's Tomorrow Include?

#### Customer-Centric Collaboration

Business applications will be integrated and available to our subcontractors, suppliers, architects, engineers, owners and business partners. This integration will enable information to flow through a business process with maximum efficiency, regardless of the tools, locations, and companies participating in the process.

All information pertaining to a project will be captured within a virtual model and be accessible to a multitude of devices and applications, regardless of location.

#### A Unified Communications Hub

All devices will be audio and video enabled, using SharePoint's My Site as the hub from which to call, email, instant message, video chat, or initiate a web conference. You will be able to easily find someone and start a conversation with them, in whatever format is most appropriate, from a single interface. ►

► Your Swinerton phone number will follow you wherever you go, from any office or jobsite location, and include the ability to customize settings to forward to another device (including your computer) or go to email.

#### Electronic Content Management (ECM)

Documents will be neutral and available to multiple applications and devices from a central location. SharePoint will provide access to all systems and will be fully changeable. Electronic forms will replace paper forms whenever possible and electronic notifications and workflow will streamline all processes. All locally stored data will be mirrored to a central data repository, allowing for secure, searchable and shared documents, regardless of device or location.

#### Capacity and Performance

Storage and bandwidth requirements will grow exponentially, but the growth rate will be contained using management tools, along with new data standards and retention policies. Optimizing connectivity to our network and providing powerful, secured connections to the Internet will enable the future of our business.

Today, we have started to execute this plan and are committed to providing you the greatest return for this important investment. We ask that you continue to share your ideas of Tomorrow with us.

To view the detailed five-year Vision, please go to <https://swinnet.swinerton.com/it/Pages/5YearPlan.aspx>

## And the Winners Are...

Several great Swinerton projects were recognized this year in McGraw-Hill Construction's Annual Best of 2010 Awards. Each year McGraw-Hill's regional magazines honor construction and design excellence in various categories. Our Divisions cleaned up, winning an overall five awards!



**Northern California**  
Best of 2010 Award Winner,  
Industrial Category  
Chevron Richmond Technology  
Center Building 24 –  
Submitted by Swinerton Interiors  
Northern California

Best of 2010 Award Winner,  
Multi-Family Residential/  
Hospitality Category  
The Ritz-Carlton Highlands –  
Submitted by Swinerton Builders  
San Francisco



**Southern California**  
Best of 2010 Award Winner,  
Higher Education and  
Research Category  
UCSD Housing & Dining Services  
Administration Building –

Submitted by Swinerton Builders San Diego

Award of Merit Winner,  
Transportation Category  
The Aerospace Corp. Pedestrian Bridge  
– Submitted by Swinerton Management  
& Consulting Los Angeles



**Washington**  
Best of 2010 Award Winner, Retail Category  
Neiman Marcus at the Bravern – Submitted by Swinerton  
Builders Washington



Award winners were featured in the December issues of the regional magazines and were also honored at awards breakfasts. These projects have automatically been entered into the National Best of 2010 Awards competition where they will compete against winning entries from other regions.

*A job well done to all the project teams who worked on these projects and a huge thank you to all those who helped with the award submissions!*

## Chris's Corner

***I sell. You sell. Everybody sells.***

By Chris Day

It was during a previous "Great Recession," the one in the early 1990's, that I became interested in business development. Why? I was a Project Manager and there was darn little work to be found out there. Somehow I connected that my superintendent teammates and I would keep our jobs if we developed and maintained our own client relationships – and we brought in our own work. So we did – and it worked. Was it purely selfish motivation? Maybe. But it worked. And it also brought value for my immediate teammates – my superintendents – and for my Division.

### How can I sell? What should I do?

You can do the same by maintaining your very own customer-centric business style. It is quite possible to run a profitable job and keep your client and subcontracting team happy too. Be the person that people enjoy working with – that people want to work with. Provide them with above-and-beyond service. Communicate with them. Ask them, "What more can I do for you?" Then when the time comes you can also ask, "What else do you have coming up?" Or ask your architect or subcontractor associates, "What else is going on out there that we should be looking at?" If you ask these questions of your business associates every time you are on the phone, you'll be shipping leads into the office by the bushel.

Know your regional target markets then gather as much information as you can about relevant activity and pass it on to your local Business Development team. Be interested. Be curious. Ask questions.

***"I had six honest serving men who taught me all I knew. Their names were What and Why and When and How and Where and Who."***

– Rudyard Kipling



## Lessons from a Friend

By Brenda Reimche

**“Thoughts lead on to purposes, purposes go forth in action, actions form habits, habits decide character, and character fixes our destiny.”**

– Tyron Edwards

I'd like to share some insights I've learned from a friend of mine. These didn't come from lessons taught or books read; they came from watching my friend's actions during the course of any ordinary day. They're not new concepts; in fact, they're things I talk about pretty often. The impact is in seeing those actions in real life, actively in practice, and what a difference they can make.

**First** – Kindness and respect are in short supply but the more you give it away, the more you will receive. I think some consider kindness to be a weakness, but it's really the best kind of strength. I've watched my friend hold her ground in some pretty tough situations and yet she always managed to do this without completely destroying the other person. Even in a difficult moment, she would always find something to respect in the other. Making others feel valued even when you don't agree takes quite an effort, but over time can turn even challenging relationships into something positive and productive.

**Second** – Integrity is not achieved through words, it's accomplished through a thousand small actions. Talking about integrity is easy but holding to it in everything we do is hard. I can't recall my friend ever wavering in her commitment to her values, even when it would have been easier or more politically savvy to do so. While this may not win popularity contests, I've seen it win the trust and grudging respect of even the toughest of customers.

**Third** – Always look on the bright side of life. There's plenty out there to worry us, to wish we had more or less of and to wish was different. I consider myself a pretty positive person but I've never met anyone who had the same ability as my friend to truly make lemonade out of lemons every

time. Faced with a roadblock or setback she would make a conscious choice to find the positive to focus on or the lesson to be learned. In today's environment of challenging economic news, uncertainty and change, it's pretty easy to get caught up in the negative. Consciously choosing to find the positive, even in a small thing, can make such a difference to yourself and others. I've seen my friend have this effect on others countless times just by sharing her different perspective.

As I said earlier, these are not new concepts; each of these ideas are classic. What makes them resonate for me is seeing them put into action and then seeing the results. Thinking of my friend is a reminder for me of the difference I can make through even the simplest things I do every day. They remind me of my potential.

Today, my friend is no longer with us, but the memory of her energy and outlook still inspires me. Shurina Wilkins was our Southern California Human Resources Partner for many years and I'm proud to say I had the privilege of learning many things from her. Her optimism, her strength of character and her generosity of spirit truly represented Excellence in Our People. I am honored and lucky to have had her as a part of my life.

